

Abstract

Developing an Occupational Stress Scale for Korean Employees

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Background and Purposes: Over the past three decades, numerous studies performed in Korea have reported that job stress is a determinant risk factor for chronic diseases and work disability. Every society has its own culture and occupational climate particular to their organizations, and hence experiences different occupational stress. An occupational stress measurement tool therefore needs to be developed to estimate it objectively. The purpose of this study is to develop and standardize the Korean Occupational Stress Scale (KOSS) which is considered to be unique and specific occupational stressors in Korean employees.

Subjects and Methods: Data were obtained from the National Study for Development and Standardization of Occupational Stress (NSDSOS Project: 2002-2004). A total of 12,631 employees from a nationwide sample proportional to the Korean Standard Industrial Classification and the Korean Standard Occupational Classification were administered. The KOSS was developed for 2 years (2002-2004). In the first year, we collected 255 items from the most popular job stress measurement tools such as JCQ, ERI, NIOSH and OSI, and 44 items derived from the a qualitative study (depth interview). Forty-three items of KOSS, in the second year, were retained for use in the final version of the KOSS by using Delphi and factor analysis. Items were scored using conventional 1-2-3-4 Likert scores for the response categories.

Results: We developed eight subscales by using factor analysis and validation process: physical environment (3 items), job demand (8 items), insufficient job control (5 items), interpersonal conflict (4 items), job insecurity (6 items), organizational system (7 items), lack of reward (6 items), and occupational climate (4 items). Together they explained 50.0% of total variance. Internal consistency alpha scores were ranged from 0.51 to 0.82. Twenty-four items of the short form of the KOSS (KOSS-SF) were also developed to estimate job stress in the work setting. Because the levels of the subscales of occupational stress were gender dependent, gender-specific standard norms for both the 43-item full version and the 24-item short form using a quartile for the subscales of KOSS were presented.

Conclusion: The results of this study suggest that KOSS might be an appropriate measurement scale to estimate occupational stress of Korean employees. Further and more detailed study needs to be conducted to improve the validity of this scale.

Key Words: Occupational stress, Stress measurement, KOSS

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(0	Chang et al, 2005).		,	
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al, 1997; Cha et al, 1	998;Cha et al, 1999; Chang			
	et al, 2002b; Koh et al,	1.		
	2; Koh et al, 2004; Kong et			
=	I, 2004; Jang et al, 2004;			
	ang et al, 2005; Koh et al,		(National Study for Developm	
_	5; Lee et al, 2005; Kang et		dization of Occupational Stress (NSDSOS
al, 2005).		Project:	2002-2004) '	0/
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          (Fig. 1).
                                                                                         National Study for Development and Standardization 
of Occupational Stress (NSDSOS Project)
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                                                                                                             (N=30,146)
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                                                                                         A total of 12,631 representative sample proportional to
                                                                                               Korean Standard Industrial Classification
                                                                              Scaling assumption,
Factor analysis
                                                                                  Revision of the KOSS
  (1)
                                                                                                                          Norms and criteria
                                                                                     Full Version(42 items)
                                                                                     Short Form (24 Home)
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Table 1. Distribution of study subjects by industry

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Industry	N	%
Mining & Quarrying	42	0.3
Manufacturing	7,079	56.0
Electronicity, Gas, and Water Supply	124	0.1
Construction	132	0.1
Wholesale & Retail Trade	368	2.9
Hotel & Restaurant	565	4.5
Transportation	1,831	14.5
Financial Institutions & Insurance	196	1.6
Real Estate, Renting & Leasing	3	0.0
Business Activities	69	0.5
Education	158	1.3
Health & Social Work	1,001	7.9
Recreational, Cultural & Personal Service Activities	189	1.5
Other Community, Repair & Sporting Activities	874	6.9
Total	12,631	100.0

Fig. 1. Procedure of second year project

가 JCQ(Job Content Questionnaire), ERI(Effort- Reward Imbalance), OSI(Occupational 1) Stress Index), k-OSI, NIOSH 4 가 () 4 가 가 7 가 2) (3) 44 2 가 1 255 98 , 2 1-2-3-4-가 19 1-2-3-4 가 24 43 4-3-2-1 가 2) 2 가 7 43 100 12,631 8 43 (Korean Occupational Stress Scale; KOSS) 가 24 (KOSS-SF) 8 가 가 가 4. 100 8 100 가 8 가 (norms) (criteria) 가 100 가 100 ×100 가 (Jenkinson et al, 1993; Garratt et al, 1993; Ware, 1993; Perneger et al, 1995). 8 8 (criterion variables)

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(Stewart et al, 1989; McHorney et al,

1993; Ware, 1993).

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가 77%	55%		1 가 22%
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가 44% 가	가	, 50~59	가 23%
. 30 가 44% 가		. 70	
40 (25%), 20 (24%), 50 (8%)	11%	(Table 3).	
. 92%(:92%,			
:87%) . ()가	2.	フ	ŀ
70% (:74%, :55%),			
1,000 (9%), 1,000~1,999	1)		
(16%) , $2,000 \sim 2,999$ (24%) , $3,000 \sim 3,999$	43		(principal component
(30%), 4,000~4,999 15%)	analysis)	8	,
5,000 6% (Table 2).			50%
		1	(Organizational
2)	system ar	nd lack of reward)	, 2 (Job
87%가 , 13%가	demand),	3	(Insufficient job

Table 2. General characteristics of study subjects by sex

N (%)

Table 2. General characteristics of study si	11 (70)		
Dimension	sion Male F		Total
Age(year)			
-29	1,562 (18)	1,167 (44)	2,729 (24)
30-39	4,275 (48)	735 (28)	5,010 (44)
40-49	2,309 (26)	556 (21)	2,865 (25)
50-	694 (8)	175 (7)	869 (8)
Education			
Elementary school	88 (1)	102 (4)	190 (2)
Middle school	488 (7)	212 (9)	700 (7)
High school	3,780 (50)	801 (32)	4,581 (46)
College	3,195 (42)	1,364 (55)	4,559 (46)
Marital status			
Unmarried	2,325 (24)	1,140 (42)	3,465 (28)
Married	7,090 (74)	1,495 (55)	8,585 (70)
Divorced/Separated	129 (1)	83 (3)	212 (2)
Annual Income(10,000won)			
<1000	438 (7)	302 (17)	740 (9)
1000-1999	878 (13)	510 (29)	1,388 (16)
2000-2999	1,527 (23)	525 (30)	2,052 (24)
3000-3999	2,186 (33)	370 (21)	2,556 (30)
4000-4999	1,192 (18)	42 (2)	1,234 (15)
5000-	458 (7)	13 (1)	471 (6)

control), (Interpersonal con-2) flict), 5 (Job insecurity), 가 8 6 (Occupational climate), Cronbach' (Uncertainty of getting a new job), 가 .822 가 가 alpha (Physical environment) .512 가 (Table 5). (Table 4). 3) 가 1 () 가 8 7 가 Table 6 1 가 0.40 80% 0.40

Table 3. Job-related characteristics of study subjects by sex

N (%)

	Male	Female	Total
Employment type			
Regular	7,734 (90)	1,860 (75)	9,594 (87)
Irregular	853 (10)	622 (26)	1,475 (13)
Shiftwork			
Yes	3,418 (40)	859 (34)	4,277 (38)
No	5,214 (60)	1,693 (66)	6,907 (62)
5-days work			
Yes	3,583 (46)	429 (23)	4,012 (42)
No	4,146 (54)	1,408 (77)	5,554 (58)
Incentive system			
Yes	3,195 (47)	677 (31)	3,872 (43)
No	3,630 (53)	1,515 (69)	5,145 (57)
Experience of unemployed			
Yes	1,364 (19)	315 (13)	1,679 (18)
No	5,819 (81)	2,076 (87)	7,895 (83)
Downsizing			
Yes	4,855 (61)	775 (33)	5,630 (55)
No	3,133 (39)	1,561 (67)	4,694 (46)
Work duration(year)			
<1	1,772 (20)	741 (30)	2,513 (22)
1-2	538 (6)	325 (13)	863 (8)
3-5	1,296 (15)	632 (25)	1,928 (17)
6-10	2,387 (27)	471 (19)	2,858 (25)
10<	2,752 (32)	322 (13)	3,074 (27)
Working hours(/week)			
-40	1,249 (17)	416 (18)	1,665 (17)
41-49	2,312 (32)	1,263 (53)	3,575 (37)
50-59	1,808 (25)	368 (16)	2,176 (23)
60-69	966 (13)	207 (9)	1,173 (12)
70-	913 (13)	110 (5)	1,023 (11)

Table 4. Result of factor analysis for 43 items of the KOSS

Item NO.	Factor1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
Q27	.697	.039	019	.018	.067	.071	.127	.129
Q30	.696	.021	083	.073	.050	.148	.110	.125
Q39	.685	.056	.267	.093	.069	.069	.034	.058
Q28	.650	.111	.001	.021	005	.099	.069	.235
Q33	.627	.046	.079	.071	.137	084	025	.021
Q36	.625	.110	.133	.209	.121	.028	046	022
Q32	.621	.011	.236	.047	.189	011	.116	.022
Q31	.601	.039	.206	.139	.020	.161	.056	.070
Q38	.593	.126	.155	.091	.109	.108	.014	060
Q29	.587	.148	151	.071	.006	.128	.074	.123
Q37	.537	.048	.259	.171	.121	.102	059	048
Q35	.527	.160	.109	.079	.096	266	223	.074
Q34	.343	.117	.124	042	.224	.289	156	.102
Q4	.083	.711	.028	.050	.003	.044	023	.150
Q6	.111	.637	105	.034	.047	.011	020	.068
Q11	.088	.587	295	104	.012	.114	024	130
Q8	.021	.533	181	.018	.017	029	.045	.294
Q10	.152	.524	.087	.009	.132	.138	.090	.030
Q7	.055	.484	.334	031	.028	.068	.041	.024
Q13	.096	.471	312	098	.083	.255	106	096
Q9	.159	.465	.374	.062	052	006	.103	.053
Q5	.068	.465	131	002	.089	.148	165	.028
Q15	.185	052	.669	.051	.042	.008	.031	.036
Q12	.190	277	.639	.029	013	.049	.042	.077
Q16	.181	.171	.609	.000	003	.002	.097	.154
Q14	.110	358	.582	.093	.030	016	003	111
Q13	.096	312	.471	098	.083	.255	106	096
Q19	.191	.044	.047	.755	.068	.047	.037	042
Q20	.081	.024	015	.700	.095	.007	001	074
Q18	.171	073	.078	.692	051	.041	.059	.072
Q17	.373	.001	.143	.486	050	.094	.099	.159
Q25	.056	.039	.034	.071	.723	.145	152	.038
Q23	.199	.086	.007	.060	.688	.086	.039	.103
Q26	.171	.079	060	056	.680	.202	.157	.115
Q24	.186	.062	.008	.027	.513	158	.202	100
Q40	.106	.075	.004	.130	.092	.674	017	.028
Q43	021	.057	.032	.053	.055	.616	088	010
Q42	.248	.169	.013	035	.056	.497	.101	.115
Q41	.195	.315	173	009	.044	.435	044	039
Q22	.093	029	.034	.020	.070	047	.857	010
Q21	.104	036	.110	.124	.087	041	.799	.029
Q2	.105	.162	.005	026	.091	.014	.000	.738
Q1	.347	018	.089	.026	.023	.039	.036	.586
Q3	.164	.394	.234	.041	.085	.084	069	.531

Factor 1 : Organizational system and lack of reward, $\,$ Factor 2 : Job demand,

Factor 3: Insufficient job control, Factor 4: Interpersonal conflict,

Factor 5: Job insecurity, Factor 6: Occupational climate,

Factor 7: Opportunity to get a new job, Factor 8: Physical environment

JCQ 100% (r=.506, p<.01),(r=-.444, p<.01) (r=-.579, p<.01), (Table 7). 가 (98%)가 100% , KOSS 4) (Table 8, 9). 가 JCQ 3. **KOSS** (PWI-SF) 1) (43) (MFS) KOSS 43 JCQ , KOSS 8 JCQ 가 KOSS

Table 5. Cronbach 's alpha of 8 sub-scales of the KOSS

Subscales	No. of Items	Cronbach 's alpha
Physical environment	3	.564
Job demand	8	.706
Insufficient job control	5	.664
Interpersonal conflict	4	.669
Job insecurity	6	.612
Organizational system	7	.822
Lack of reward	6	.763
Occupational climate	4	.512

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Table 6. Result of Scaling assumption for the KOSS

		Range of correlation		Internal consistency ^d		Discriminant validity ^e	
Scale	\mathbf{k}^{a}	Item internal consistency ^b	Item discriminant validity ^c	Success/ Total	Success rate(%)	Success/ Total	Success rate(%)
Physical environment	3	.7078	.0337	3/3	100	24/24	100
Job demand	8	.4369	.0130	8/8	100	64/64	100
Insufficient job control	5	.1070	.0143	4/5	80	39/40	98
Interpersonal conflict	4	.6373	.0240	4/4	100	32/32	100
Job insecurity	6	.5466	.0229	6/6	100	48/48	100
Organizational system	7	.6575	.0654	7/7	100	56/56	100
Lack of reward	6	.5674	.0663	6/6	100	48/48	100
Occupational climate	4	.5868	.0132	4/4	100	32/32	100

a Number of item and number of item-internal consistency tests per scale.

b Correlation between items and hypothesized scale corrected for overlap.

c Correlation between items and other scale.

d Number 0.40.

e Number of correlations significantly higher/total number of correlations.

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Table 7. Correlation coefficients between sub-scales of the KOSS and JCQ

			KOSS					JCQ			
		JD	JC	IC	JI	os	LR	OC	WD	DL	SS
KOSS	Physical environment	.349**	.205**	.143**	.189**	.371**	.348**	.217**	.244**	184**	211**
	Job demand		122**	.050**	.140**	.242**	.217**	.347**	.506**	.096**	138**
	Insufficient job control			.238**	.151**	.323**	.357**	.051**	.074**	579**	208**
	Interpersonal conflict				.180**	.409**	.393**	.148**	.124**	220**	444**
	Job insecurity					.373**	.315**	.171**	.129**	177**	184**
	Occupational system						.710**	.296**	.287**	315**	478**
	Lack of reward							.281**	.267**	384**	471**
	Organizational climate								.274**	128**	326**
JCQ	Work demand									090**	188**
	Decision latitude										.352**

^{**} p < 0.01 (2-tailed)

Table 8. Relationship between 8 sub-scales of the KOSS and Psychosocial distress(PWI-SF)

Mean \pm S.D.

Subscales	Psychosocial distress						
Subscales	Normal	Intermediate	High	P			
Physical environment	6.58 ± 1.81	7.14 ± 1.62	7.78 ± 1.66	.00			
Job demand	18.22 ± 3.49	19.89 ± 2.94	21.02 ± 3.11	.00			
Insufficient Job conflict	12.56 ± 2.08	12.96 ± 1.84	13.50 ± 1.79	.00			
Interpersonal conflict	8.19 ± 1.62	8.60 ± 1.36	9.12 ± 1.61	.00			
Job insecurity	14.18 ± 2.36	15.12 ± 2.15	16.10 ± 2.40	.00			
Lack of reward	16.36 ± 3.05	17.75 ± 2.85	19.51 ± 3.08	.00			
Organizational system	13.37 ± 2.59	14.76 ± 2.29	16.44 ± 2.53	.00			
Occupational climate	8.13 ± 1.65	8.86 ± 1.50	9.58 ± 1.59	.00			

Table 9. Relationship between 8 sub-scales of the KOSS and Fatigue(MFS)

Mean \pm S.D.

Subscales		Fatigue							
	Q _{~.24}	Q.25~.49	Q.50~.74	Q. _{75~}	P				
Physical environment	6.83 ± 1.56	7.14 ± 1.54	7.32 ± 1.59	7.90 ± 1.78	.00				
Job demand	19.05 ± 2.99	19.69 ± 2.75	20.45 ± 2.78	21.54 ± 3.25	.00				
Insufficient Job conflict	12.89 ± 1.88	12.92 ± 1.73	13.06 ± 1.84	13.41 ± 1.95	.00				
Interpersonal conflict	8.50 ± 1.45	8.71 ± 1.38	8.72 ± 1.35	9.00 ± 1.66	.00				
Job insecurity	14.79 ± 2.16	15.07 ± 1.96	15.49 ± 2.21	16.14 ± 2.53	.00				
Lack of reward	17.11 ± 2.88	17.64 ± 2.74	18.34 ± 2.75	19.73 ± 3.22	.00				
Organizational system	14.18 ± 2.34	14.73 ± 2.19	15.34 ± 2.32	16.47 ± 2.74	.00				
Occupational climate	8.51 ± 1.51	8.92 ± 1.39	9.19 ± 1.43	9.63 ± 1.76	.00				

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[3] 2) (24 20 KOSS 43 가 가 가 가 가 가 가 가 (8) 43 (Table 10). 4. KOSS 가 가 1) (43) KOSS 100 Table 11, 12 가) 가 가 가 60 가 25% 가) 2) (24 KOSS 100 Table 13, 14 가 가 KOSS 43

Table 10. Full version 's of the KOSS and KOSS-SF

Sub-scale	Full	-version	Short-form		
	No. items	Question No.	No. items	Question No.	
Physical environment	3	1, 2, 3			
Job demand	8	4, 5, 6, 7, 8, 9, 10, 11	4	4, 6, 9, 11	
Insufficient job control	5	12, 13, 14, 15, 16	4	12, 14, 15, 16	
Interpersonal conflict	4	17, 18, 19, 20	3	17, 18, 19	
Job insecurity	6	21, 22, 23, 24, 25, 26	2	23, 26	
Occupational system	7	27, 28, 29, 30, 31, 32, 33	4	27, 28, 29, 31	
Lack of reward	6	34, 35, 36, 37, 38, 39	3	35, 38, 39	
Organizational climate	4	40, 41, 42, 43	4	40, 41, 42, 43	
Total	43		24		

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Table 11. Reference values of occupational stress for male (Full version)

Q~.24	Q _{.25~.49}	Q.50~.74	Q.75~
-33.3	33.4-44.4	44.5-66.6	66.7-
-41.6	41.7-50.0	50.1-58.3	58.4-
-46.6	46.7-53.3	53.4-60.0	60.1-
-	-33.3	33.4-50.0	50.1-
-44.4	44.5-50.0	50.1-61.1	61.2-
-42.8	42.9-52.3	52.4-61.9	62.0-
-55.5	55.6-66.6	66.7-77.7	77.8-
-33.3	33.4-41.6	41.7-50.0	50.1-
-45.0	45.1-50.7	50.8-56.5	56.6-
	-33.3 -41.6 -46.6 - -44.4 -42.8 -55.5 -33.3	-33.3 33.4-44.4 41.7-50.0 -46.6 46.7-53.3 -33.3 -44.4 44.5-50.0 -42.8 42.9-52.3 -55.5 55.6-66.6 -33.3 33.4-41.6	-33.3 33.4-44.4 44.5-66.6 41.7-50.0 50.1-58.3 -46.6 46.7-53.3 53.4-60.0 -33.3 33.4-50.0 50.1-61.1 -42.8 42.9-52.3 52.4-61.9 -55.5 55.6-66.6 66.7-77.7 -33.3 33.4-41.6 41.7-50.0

Table 12. Reference values of occupational stress for female (Full version)

Subscales	Q _{~.24}	Q _{.25~.49}	Q.50~.74	Q _{.75~}
Physical environment	-33.3	33.4-44.4	44.5-55.5	55.6 -
Job demand	-41.6	41.7-54.1	54.2-62.5	62.6 -
Insufficient job control	-53.3	53.4-60.0	60.1-66.6	66.7 -
Interpersonal conflict	-	-33.3	33.4-41.6	41.7 -
Job insecurity	-38.8	38.9-50.0	50.1-55.5	55.6 -
Organizational system	-42.8	42.9-52.3	52.4-61.9	62.0 -
Lack of reward	-55.5	55.6-66.6	66.7-77.7	77.8 -
Occupational climate	-33.3	33.4-41.6	41.7-50.0	50.1 -
Total	-49.5	49.6-51.1	51.2-56.6	56.7 -

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Table 13. Reference values of occupational stress for male (Short form)

Subscales	Q~.24	Q.25~.49	Q.50~.74	Q.75~
Job demand	- 41.6	41.7-50.0	50.1-58.3	58.4 -
Insufficient job control	- 41.6	41.7-50.0	50.1-66.6	66.7 -
Interpersonal conflict	-	-33.3	33.4-44.4	44.5 -
Job insecurity	- 33.3	33.4-50.0	50.1-66.6	66.7 -
Organizational system	- 41.6	41.7-50.0	50.1-66.6	66.7 -
Lack of reward	- 33.3	33.4-55.5	55.6-66.6	66.7 -
Occupational climate	- 33.3	33.4-41.6	41.7-50.0	50.1 -
Short form Total	- 42.4	42.5-48.4	48.5-54.7	54.8 -

Table 14. Reference values of occupational stress for female (Short form)

Subscales	Q~.24	Q _{.25~.49}	Q.50~.74	Q _{.75~}
Job demand	- 50.0	50.1-58.3	58.4-66.6	66.7 -
Insufficient job control	- 50.0	50.1-58.3	58.4-66.6	66.7 -
Interpersonal conflict	-	-33.3	33.4-44.4	44.5 -
Job insecurity	-	- 33.3	33.4-50.0	50.1 -
Organizational system	- 41.6	41.7-50.0	50.1-66.6	66.7 -
Lack of reward	- 44.4	44.5-55.5	55.6-66.6	66.7 -
Occupational climate	- 33.3	33.4-41.6	41.7-50.0	50.1 -
Short form Total	- 44.4	44.5-50.0	50.1-55.6	56.0 -

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[3] KOSS

Item No	Subscales	Contents	Questions
1	Physical	Work environment	My workplace is clean and comfortable.
2	environment	Dangerous work	I am exposed to dangerous work and possibility of high risk of
3			accidents.
		Physical burden	I have to work for a long time taking uncomfortable posture.
4	Job	Time pressure	Due to many things to do, I always feel time pressure.
5	demand	Overlapping jobs	I am asked to do another work before finishing the work I am doing.
6		Increasing workload	My job has become increasingly overloading.
7		Responsibility	I feel myself responsible for coworkers and subordinates.
8		Excessive work	My work requires a long lasting concentration.
9		Insufficient rest	Sufficient rest is provided during working hours.
10		Work-home interface	I can not do well at both work and home.
11		Multiple functioning	I have to do various jobs simultaneously.
12	Insufficient	Noncreative work	My work requires creativity.
13	job control	Unpredictability	Without notice. work-related things (i.e work schedule, workload
			, meeting time etc.) tend to change.
14		Skill underutilization	My work requires a high level of skill or knowledge.
15		Little or no decision-making	I can make my own decision in my job and give influence over
		Č	the work.
16		Low control	I can control my work pace and time schedule.
17	Interpersonal	Inadequate supervisor support	My supervisor is helpful in getting the job done.
18	conflict	Inadequate coworker support	My coworker is helpful in getting the job done.
19		lack of emotional support	I have someone who understands my difficulties at work.
20		Inadequate coworker support	I have a co-worker(s) to share my problems at work.
21	Job		I can easily get a new job when I quit my job.
22	insecurity	Difficulty in getting a new job	I can easily find a new job equal to the condition of the current job.
23	msecurity	Uncertainty	My future is uncertain because the current situation of my company
23		Checkunity	unstable.
24		Insecurity	I can hardly be fired or unemployed.
25		Possibility of layoff	It is possible to lose my job within two years.
26		Changes negative to my job	Undesirable changes (i.e. downsizing) will come to my job.
27	Organizational	Unfair organizational policy	The organizational policy of my company is fair and reasonable.
28	system	Unsatisfactory organizational	My company provides me with sufficient organizational supports.
20	system	• •	my company provides me with sufficient organizational supports.
20		Support Inter department conflict	Departments accompants each other without conflicts
29		Inter-department conflict	Departments cooperate each other without conflicts.
30		Disparity of goal attainment	All company members cooperate in harmony for the company.
31		Limitation of communication	I have opportunities and channels to talk about my ideas.
32		Poor carrier development	I expect my carrier development and promotion to progress as I plan
33		Status inconsistency	My current status is appropriate for my education and career.
34	Lack of reward	Unreachable expectation	My job is under my expectation.
35		Unsatisfactory salary	My salary is not appropriate to my effort and work performance.
36		Unfair treatment	I acquire respect and confidence from my company.
37		Lack of interest	I am interested in my job.
38		Future ambiguity	I believe that I will be given more rewards from my company if I work hard.
39		Interruption of opportunity	I am provided with opportunity of developing my capacity.
40	Occupational	Collective culture	Dining out after work makes me uncomfortable.
41	climate	Inconsistency of job order	I am asked to do my work with irrational principle or inconsistency.
42		Authoritarian climate	My company climate is authoritative and hierarchical.
43		Gender discrimination	I take disadvantages since I am woman(man).